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analysis of Board of directors Meeting 11-27-73 of Wasatch Mt. R.R.

1. Catastrophic costs of 1973: and uncontrollables.
 - a. Snow into Apr 73 & snow slide over track.
 - b. Engines Ready ~~12,000~~^{12,400} including flues & paint & Shay.
 - c. Shay Breakdown.
 - d. Provo River Bridge Repair needed
 - e. Crane acquisition cost money
 - f. Diner Car acquisition " "
 - g. Engine House complete "study"
 - h. Environmental Impact in Provo Canyon took time.
 - i. Gasoline shortage in the nation cut patronage^{& income}
 - j. Patronage decrease in "out of state visitors"
 - k. Bad Weather 46% of our season cut into our patronage^{have}
 - l. Mountainlands nixed us to place Caboose on Main St.
 - m. Bridal Veil Falls was closed down & hurt our image.
 - n. ^{New} Passenger Coaches had to be refurbished
 - o. water softener had to be installed in Bridal Veil for Engine^{Shay}.
 - p. Derailment by vandalism at Charleston switch.
 - q. Derailment in yard due to "??"
 - r. We now face the winter & no money to pay 2 men + miscellaneous expense + monthly note payments + getting ready for new season
 - s. Maybe our fares to customers were too high.
 - t. Dual train concept failed due to Shay breakdown.
 - u. Tracks mte in lower canyon continues to be excessive
 - v. Boy killed in '72 is just settled & hurt our image.

2. Positive Factors about the 1973 Season

- a. We took the RR Station concession over from Nackos Bros. who failed in '72 & we showed a profit from the concession. Miller & Ryan of SL can help us.
- b. We now have an engine house completed to work all winter in.
- c. We now have a Diner to add to our concession business.
- d. We now have a crane to do some crucial needed work.
- e. We now have semi permanent Caboose on Main St. to support our advertising program.
- f. We have cut our SBA loan down from \$165,000 to \$140,000 at rate of \$2,200/mo.
- g. We had considerable free advertising thru State of Utah (out of state) and Roy Rogers, A-G football etc. Meadow Gold etc. Square Dancers, Movie People Homestead.
- h. Jim Berry as State Tourism Councilor is behind us.
- i. Mass transit ideas are just beginning to break.
- j. Source of cheap oil ($2\frac{1}{2}$ ¢/gal) from Bender & Rio-Grand RR was developed. (Spillage oil)
- k. Bridal Veil Falls improved their flush toilets
- l. We were able to sell tickets on the other end.
- m. Environmental Impact Study now know we are alive & are to be considered in future planning in Provo Canyon.
- n. We have come to point of bargaining for better equipment by trade & Corvine
- o. In apr '73 we had 2 or 3 people & money wanting to put money into the opera. Let's grab Fern now that we legally can.
- p. By Nov '73 we have Mr. _____ Durant of U Pacific Omaha Division interested in looking us over to tie into Park City.
- q. We are almost equipped to run a mite train out of Park City to Mayflower & our diner.
- r. all of our equipment has been improved in '73
- s. Track has been maintained in '73
- t. Provo River Bridge in Charleston has been improved.

2. ^{metel} = Positive Factors

- u. Despite all orgies & catastrophes that happened bad to us in '73 we still produced a volume estimated to date to be an increase over 1972 season with less patronage. (Done by ^{25%} fare increase)
- v. Maybe stock issue to volunteer labor will smooth out some feelings of Museum People & the Corporation - (This was ^{by the} passed tonight 11-27-73)
- w. Major ski areas along our major Popula. areas are included in our Train Reach: Alta, Brighton, Sundance, Park City & Snow Basin (other ski areas in state: Cedar Canyon, Brian Head, Monticello's Blue Mt, Gooseberry, Grizzly Ridge by Vernal, Beaver Mt near Bear Lake.

3. What can we learn by 3 yrs of operation of a Int. Scenic Railroad?

- a. Scenic Railroading has a tremendous initial cost input! (costs a hell of a lot of money besides labor)? We were positively naive!
- b. We must have the best equipment available!
- c. We must keep all equipment in best Repair!
- d. We must lock out switches to prevent vandalism?
- e. We must have responsible people running our equipment! (Retire W man from Provo busted the tray)
- f. Track crews need professional direction!
- g. Our scenic RR is unique in Mountain, lake & canyon setting!
- Future h. We have a tiger by the tail as to our potential.
 - (1) We should expand down Provo Canyon to mouth
 - (2) We should expand no. to Park City.
 - (3) We should expand our terminal ^{restoration} facilities.
 - (4) We should add dining car concept.
 - (5) We should tie up w Union Pacific to all ski Resorts.
- i. We needed an Engine House from the very 1st day of operation.
- j. At least the first 3 yrs of operation produces a lot of headaches and growing pains.
- k. We had to confront the State Road Com'n & legislature to get a firm backer in State Park as a lessor of the line.
- l. We have almost expanded too fast for our capabilities - spent too much too fast.
- m. Bridal Veil Falls in full operation is an asset to us -
- n. Two train operation & shorter runs are definitely more popular -
- o.

4. How can we improve 1974 operation & net income from what we have learned in 3 yrs.

a. We must upgrade our equipment:

- (1) Turn the wheels on the 35
- (2) Trade our 2-^{#4}6-2 for Corvair Engine.
- (3) Refurbish the #618
- (4) Revitalize the Shay.

Built in cost
on old equipment

b. We must improve our concession on the train:

- (1) Take over from Lagoon our managing it.
- (2) Doll up the inside of concession
- (3) Offer substantial sandwiches & improved food.

↑ Income

c. We must expand our R.R. Station gift shop ^(work w/ Miller-Ryan)
(now a money maker since we took it over)

- (1) Expand our goods toward Railroad items.
- (2) Nab every potential Buyer who comes thru.

↑ Income

d. We must improve our ^(show we are Alive & Well) outward appearance in the yard

- (1) Tidy up Front area.
- (2) Plant some grass in old cattle yard. } Risk it.
- (3) Plant trees in same area.
- (4) This will require good city water supply
- (5) Get the junky looking cars etc out of the yard.
& keep 'em out.
- (6) Paint all equipment to coordinate - even the speeder.
- (7) Scrape down our north fence line.
- (8) Neatly stack all ties - new & old
- (9) Neatly stack all junk ties & rails
- (10) We are going to always need coal - Let's
plan a place & bin & start with a cement slab
& wall.
- (11) Build a substantial Coal Loading platform.

4. could.

- d. (12) Black top the front of the RR station.
(13) Add a bit of Bunting around the train or station to give a festive feeling.
(14) add flags on engine
(15) Paint yard master House.
(16) Bring in fill dirt & replant lawn there.
(17) Re-locate old railroad car wheels
(18) Weld old R.R. car wheels down - for safety.
(19) Put up Safety First signs everywhere.
(20) Replace all RR crossing signs on the thoroughfare.
(21) Do we need to extend car loading dock.
(22) Could we place an old Box car on a foundation for a small station at Charleston (Dam) & paint it.
(23) Review our color scheme for RR cars & station.

Look Better
Little expenditure → ↑ Income

e. Cut track mntce to minimum.

↓ expenditures

f. How much do we have to do to go public

- (1) Show a profit for 2 or more years.
(2) Spend less & show more profit.
(3)

g. Cut down on untrained personnel expenditures.

- (1) Less Stewards & Stewardesses
(2) Less office personnel (that's our treasury!)
(3) Audit internal accounting of money.
(4)

↓ expenditures

h. Cut down on Equipment acquisition to minimum.

- (a) We need a Diesel for our nite train.
(b)

↓ expenditures

4. i. Cut down on tie Purches this year.

j. all out backs \bar{c} one idea in mind =
Have enough money from operations to carry
us this 1974-5 winter for Note Payments. \downarrow expenditure

k. Make only short runs to dam - but
more often - \uparrow Income

l. Run Shay from Bridal Veil on short
Runs - outlay \rightarrow \uparrow Income

m. Explore costs of site train set up in
Park City to Mayflower mine. + Diner \uparrow Income

n. Explore tie up \bar{c} U Pacific line at Mayflower
 \bar{c} Mr Durant. could sell out - No

o. Make trade for Corvair Engine for our #4
thru Jim Berry.

p. Look for any solid equipment.
in line of Engines.

q. Consider Heber Merchant outlets in our yard
as miniatures to entertain people while
here. (Miniature Mall)
Rent them the property - \uparrow Rental
Income.

12-13-73

General Ingr.

Durant.

Bob Wilde - 50,000